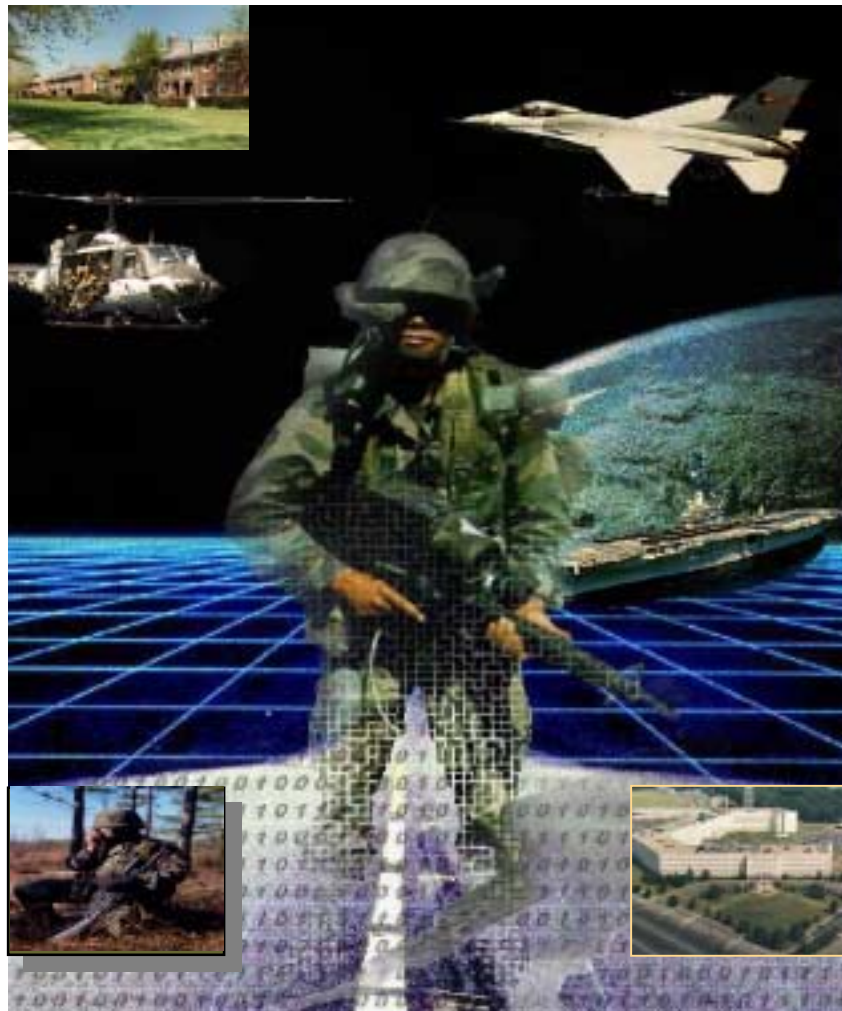


UNITED STATES ARMY GARRISON STRATEGIC PLAN



***FORT MONMOUTH
2001-2010
(April 26, 2001))***

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COMMANDER'S STATEMENT

The future of this installation is dependent on our vision and ability to plan the key transition pieces which enable Fort Monmouth to be a premiere Army Installation in 2010. Today, we are a regional powerhouse relative to the installations in the northeast region of our country. This reputation is based on a quality of life that is unparalleled throughout the Army. Every service member receives the opportunity to live on the Fort; our Morale, Welfare, and Recreation Programs are rapidly giving the installation the reputation as 'the Armed Forces Recreation Center of the East Coast'; our Directorate of Logistics provides world class logistics support to multiple installations and activities at Fort Monmouth and beyond; and our Directorate of Public Works has earned a superb reputation throughout the Army for their ingenuity and ability to get things done in the most austere fiscal environment. However, we will not rest on our laurels, but will continue the pursuit of excellence in base operations.

So, what are the key enablers that will propel our installation to our lofty goals in the 2008-2010 time frame?

- Every family housing unit on this installation will be renovated, divested, or replaced.
- USMAPS will be fully modernized to include administrative, classrooms, and living areas.
- A brand new Post Exchange will be built on the installation.
- Our Recreation Programs will receive national accreditation through the Commission for Accreditation of Park and Recreation Agencies – we are one of three pilot sites in the Army.
- Energy consumption will be reduced by 25% through area wide contracts, transformation of aging plants to smaller more efficient units, large scale transition to geothermal energy applications, and improvements in space utilization.
- Today's excess space will be fully utilized by attracting additional government agencies and private industry which is an option as the result of recent policy changes.
- Emerging information technologies will be applied to logistics management, facilities' status and maintenance, and recreational programs.
- Business Centers will be enhanced and modernized to comparable standards found in the McAfee Center.
- Our Army Community Services Program will realize its full potential through accreditation.
- Continued emphasis on well-being, safety, and security will exponentially benefit the work place.
- Privatization of water and other utilities will reap enhanced infrastructure and enable reallocation of scarce resources to core basops functions.
- All of the above will be accomplished with emphasis on sustaining our environment so that our children will continue to enjoy clean air, water, and land that is free from harmful contaminants.

In conclusion, the most important point that I can make is without the exceptional work force that we have, none of the above would be achievable. Your contributions over the years have truly made Fort Monmouth what it is today – one of the best in the Army. This will not change – it will be your efforts that continue to lead the Army in Base Operations and enable our constituents

to develop, acquire, and sustain key technologies for future warfare, and continue to grow leaders for the Army of the future.

Stephen N. Wood
LTC, U.S. Army
Commanding

INTRODUCTION

The U.S. Army Garrison Strategic Plan was prepared by the Directorate for Plans, Training and Mobilization. The plan's concept and direction is rooted in requirements set forth in Army Vision 2010, Army Well-Being Concept/Strategic Plan and the Garrison mission to provide excellence in base operations support, facilities, and services throughout the Fort Monmouth community.

WHO WE ARE TODAY

- Army Leader in Base Operations
- Provider of World Class Logistics
- East Coast Armed Forces Recreation Center
- Environmental Stewards

- Largest Employer in Monmouth Co.
- 10th Largest R&D in New Jersey
- Total Payroll=\$400M
- Quality of Life Advocates



CORPORATE PHILOSOPHY

The Garrison Corporate philosophy is indicative of an organization looking to the future. Following the principles of Army well being, it provides employees with a solid basis to contribute to the goals of the organization as professionals. It stresses the idea that a thriving organization is built on the principles of leadership, integrity, initiative, planning, effective communications, teamwork and service.

MISSION

Provide base operations support, facilities services, and well being for the Fort Monmouth Community.

VISION (WHERE WE WILL BE TOMORROW)

Establish Fort Monmouth as the recognized premier small installation in the U.S. Army by setting benchmarks in Well-being, quality services and quality workplace programs to include:

- Unparalleled BASOPS support to tenant organizations;
- Regionalization of services in environmental stewardship, logistics, fire and emergency support, health and MWR programs
- Leading AMC installations in services and programs

CORE COMPETENCIES

The following core competencies serve as the foundation for which the Garrison carries out the Army mission. They are considered priority emphasis areas that provide focus and direction for implementing our strategic plan. They are:

- | | |
|-----------------------------|---|
| • Environmental Stewardship | Well-Being |
| • Community Partnership | Infrastructure/Facility Development Support |
| • Logistics Excellence | Secure Environment |

STRATEGIC GOALS

The U.S. Army Garrison strategic goals provide the direction the organization will take to improve both current operations and new mission requirements in the future. They are representative of the Garrison's corporate philosophy, mission, vision and core competencies which seeks to ensure the infrastructure remains sound and the quality of programs and services are worthy of men and women who live and work at Fort Monmouth. Garrison Strategic goals are as follows:

GOAL 1: Improve where soldiers and their families live...divest excess housing and renovate or replace remaining housing.

GOAL 2: Improve how soldiers, DA civilians, retirees and their families live.

GOAL 3: Privatize utilities to the maximum extent: but do the cost analysis.

GOAL 4: "Regionalize" where it makes sense for Fort Monmouth and DoD.

GOAL 5: Achieve recognition in Army Performance Improvement Criteria (AIPC), Morale Welfare and Recreation (MWR) and environmental programs.

GOAL 6: Foster teamwork and partnership with customers, suppliers, and surrounding communities.

GOAL 7: Attract DoD and Federal Agencies to Fort Monmouth through reputation and facility adaptation.

GOAL 8: Develop 1st Class Business Centers of Excellence on Fort Monmouth, including infrastructure upgrades.

GOAL 9: Aggressively seek resource opportunities...end of year, tenant or customer based funding, POM, MCA, and monies realized during reimbursable endeavors such as providing services to DoD organizations on a regional basis.

GOAL 10: Sustain and attract a highly capable responsive multi-faceted workforce

GOAL 11: Focus on supporting and educating those who interface with our strategic constituents with emphasis on customer service.

GOAL 12: Develop the spirit of why we exist in every member of the Command and let this knowledge shine through in the delivery of our programs and services.

GOAL 13: Integrate environmental values into our mission and implement cost-effective stewardship to sustain the environment.

GOAL 14: Institute smart business processes to mitigate resource constraints, improve customer service, and reduce the cost of operation.

MANAGEMENT STRATEGY AND PLAN

The Garrison's corporate strategy focuses on four management categories: 1) **Human Resource Management**, 2) **Information Management** 3) **Financial Management** and 4) **Sustaining Base Management**. We have incorporated our strategic goals in each of the four categories and added strategies and outcomes that best fit our ability to meet current and future requirements. Collectively, these categories form the basis for how we intend to accomplish strategic goals and objectives in the future (See Tables 1.1-1.4, U.S Army Garrison Operation Plan Summary on pages 4-6). Future actions will include measuring potential outcomes and the effectiveness of our results through the use of effective evaluation techniques. The plan also takes into account organizational initiatives and challenges currently in place (i.e. business requirements, projects, standards, people, leadership and the organization) and how they can be applied in an organized and effective manner.

IMPLEMENTATION

The implementation of the U.S. Army Garrison Strategic Plan will follow a three-phase approach to include:

- **Phase I: Strategic Plan** – Establishes the organization's corporate plan from FY 2001–FY 2010. Provides a realistic framework for improving current operations and future requirements. The plan will be revised, updated and published annually based upon a review of the operation plan.
- **Phase II: Operational Plan** – Establishes the vehicle for implementing and executing the strategic plan to include corporate goals, objectives, tasks, actions, responsibilities, milestones and the formation of a strategic planning committee.
- **Phase III: Organizational Performance Indicators** – Establishes benchmarks to determine how the organization is performing as a function of the strategic planning process. Will assess the level of improvement or deficiency in the organization's ability to carry out strategic goals and objectives by examining the changes in processes, quality of programs and organizational effectiveness. There will be a review of programs and procedures to determine if standards are being applied and processes have been streamlined.

EVALUATION

The benchmark for this strategic plan will be the utilization and application of ideas that come directly from Garrison people. We will examine tangible and intangible evidence of an organization operating more efficiently. We intend to assess the validity of the plan through the use of surveys, questionnaires, meetings (with leadership officials and key staff members) and reports. There will be a quarterly review of tasks, actions and milestones identified in the operation plan. This will be a continuous process throughout the life of the strategic planning process and will be reviewed annually to determine changes and revisions.

U.S. Army Garrison Operation Plan Summary

Table 1.1 Human Resource Management – The ability to recruit, develop and maintain a quality workforce through the use of clear and effective personnel management practices. Overall objective is to create an environment that fosters teamwork, creativity and innovation for better performance and organizational effectiveness.

Goal	Strategy	Outcome
Sustain and attract a highly capable responsive multi-faceted workforce	Proactive planning efforts and assessment techniques employed to attract and sustain multi-faceted, professional workforce	Personnel developed and prepared to fit the Garrison's professional image and desire to carry out the Army mission
Focus on supporting and educating those who interface with strategic constituents with emphasis on customer service	Build customer confidence, reliability and satisfaction through expert knowledge and quality service	Demonstrated leadership Increased partnering Customer Satisfaction
Develop the spirit of why we exist in every member of the Command and let this knowledge shine through the delivery of our programs and service	Raise the level of quality and excellence in programs and service by creating benchmarks and adhering to standards	Garrison mission and value to the Army better understood Command-wide
Achieve recognition in Army Performance Improvement Criteria (APIC), Morale, Welfare and Recreation (MWR) and Environmental programs	Identify areas of excellence at Fort Monmouth and develop assessment procedures to gain recognition in APIC, MWR & the Environment	Full implementation of the Army Community of Excellence (ACOE) program at FM. Quality assessment of Fort Monmouth programs and services.

Table 1.2 Information Management – The ability to stay abreast of current and future technological advances through education, training, acquisition and application of state-of-the-art automation systems. This area automatically lends itself to the future with the use of information technology systems and business management tools that increase productivity and improves the transfer of data.

Goal	Strategy	Outcome
Improve the planning capability, communications and the delivery of programs and services through advance information technology systems and processes	Develop, acquire and apply information technology, software application, process improvement techniques, and program evaluation to meet mission requirements	Automation readiness, improved communications and information superiority developed Command wide. Leads to the development of integrated service capability.

Table 1.3 Financial Management – Ability to manage and improve fund management through the use of the Planning, Programming, Budgeting and Execution (PPBS) System, and other relevant financial resource systems. Includes provisions for identifying resource opportunities wherever and whenever available. Safeguards will be established ensure all budget and accounting systems provide leadership, economy, efficiency, flexibility, accountability and good stewardship to achieve the mission.

Goal	Strategy	Outcome
Aggressively seek resource opportunities...end of year, tenant or customer based funding POM, MCA and monies realized during reimbursable endeavors such as providing services to DoD organizations on a regional basis	Develop policy and resource alternatives to ensure all programmed funds are adequate to meet mission requirements	Improved financial management base with streamlined business processes, procedures and funding capability
Institute smart business processes to mitigate resource constraints, improve customer service, and to reduce cost of operations	Lead planning efforts to improve operations through the use of creative business practices and cost effective programs	Provide better financial information and service customers. Achieve greater business integrity and stability. Cost-efficiency and reduction provide for better funds management of programs

Table 1.4 Sustaining Base Management - Ability to maintain and preserve the level of excellence at an installation based upon the execution of mission essential requirements. Sustaining Base Management provides for broad implications needed for continuous improvement, readiness and maintenance to an installation's infrastructure, operations, community and constituents. Sustaining base methodology and practical application establishes a framework for dealing with changes in our installation to facilitate transitioning into the future.

Goal	Strategy	Outcome
Improve where/how soldiers and their families live...divest excess housing and renovate or replace remaining housing	Improve housing conditions through modernization and renovation (Follow Army Family Housing guidelines)	Permanent party housing increased for single soldiers and family members on main post Charles Wood area
Privatize utilities to the maximum extent; but do the cost-analysis	Confer with local community and contract officials to determine method of transfer and cost savings to the government	Cost-avoidance created due to elimination of maintenance and operating cost

U.S. ARMY GARRISON STRATEGIC PLAN

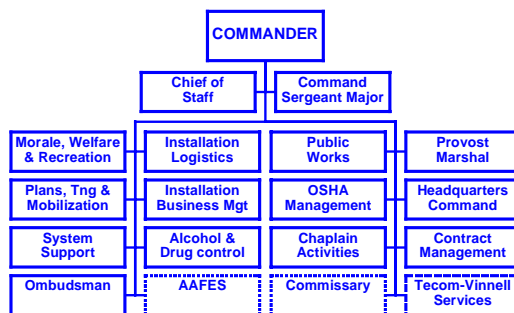
Goal	Strategy	Outcome
“Regionalize” where it makes sense for Fort Monmouth and DOD.	Review and analysis of all functional and support activities being considered for regionalization	Identification of new methods; products & services. Consolidation and integration of programs & services to achieve cost reduction and savings
Foster teamwork and partnership with customers, suppliers and surrounding communities	Application of expert knowledge, leadership and communications skills to generate confidence and reliance among customers and suppliers	Teamwork & partnering philosophy incorporated in planning, operations. tasks and assignments Better communications based on expert advice & guidance from Garrison workforce. Professional, confident workforce
Attract DOD and Federal Agencies to Fort Monmouth through reputation and facility adaptation	Develop marketing plan to showcase programs, services and accomplishments at FM (i.e. facility upgrades/conversions, recreation, community and social events). Develop Newsletter for dissemination. Increase tours at Fort Monmouth	Quality and excellence displayed in the infrastructure development, programs and services Constituent base increased
Develop 1 st Class Business Centers of Excellence on Fort Monmouth, including infrastructure upgrades	Identify areas based upon mission, accomplishments and contributions to the community. Utilize modernization, renovation and interconnectivity of potential business centers based upon the use of a market-based cost analysis	Consolidation Facility Reduction Operate more efficiently Cost reduction Better quality of service

It must be noted that Tables 1.1-1.4 serves only as a summary of the operations plan. A more detail depiction of the operation plan can be found as an attachment (Appendix B) to the U.S. Army Garrison Strategic Plan. There you will find in addition to the goals, strategies and outcomes identified in this summary, extensive objectives, specific actions, proponent(s) responsibilities and milestones.

THE U.S. ARMY GARRISON: ORGANIZATION AND TRANSITION

The Garrison organization (Figure 1) is bound by mission and functions to support Army Vision 2010 and the Fort Monmouth Community. An overriding objective in defining the future is our ability to be reliable and maintain the highest level of quality and service to support the soldier.

Figure 1



<u>Functional Activity</u>	<u>Areas of Responsibility</u>
Morale, Welfare & Recreation	Family and Business Activities
Installation Logistics	Installation Transportation Equipment Management Supply Services
Public Works	Engineering Operations Environmental Planning Fire and Emergency Services Housing Operations
Provost Marshall Office	Law Enforcement Physical Security
Plans, Training & Mobilization	Plans & Operations Reserve Components Military Training Museum
Installation Business Management	Business Management Policy and Programs Management Support
Contract Management	Contract Administration Quality Assurance Property Administration
OSHA Management Office	Safety/Occupational Health Specialist

U.S. ARMY GARRISON STRATEGIC PLAN

System Support Office	Logistics Systems & Admin Program
Headquarters Command	Administration & Logistical Support Discipline Mandatory Training Family Support Morale Support Activities
Chaplain Activities	Religious Services Religious Education Prayer Breakfasts USMAPS Cadet Candidate Ministry Suicide Prevention
TECOM-Vinnell Services	Direct Support To Garrison Activities

In addition, the Command is working to expand business opportunities, regionalize services, privatize small utilities and develop both technical and integrated service capabilities to provide greater opportunities and challenges. Our strategy focuses on achieving efficiencies through further reductions in the infrastructure, streamlining operations, greater reliance on commercial practices, competitive sourcing and privatization of non-core competencies. The key to the Garrison transition will be contingent upon the ability to assess the environment, act on our convictions and apply solutions based upon new directions and changes in the in the organization

OPERATING ENVIRONMENT

Army Installations continue to undergo enormous changes in order to achieve its mission and vision. Limited funding and dwindling resources remains the number one problem among installations throughout the United States and abroad. As the proprietor for installation management at Fort Monmouth, the Garrison provides support to CECOM elements, and tenants organizations on post and at locations throughout the world. The support we provide in the area of engineering, maintenance, contracting, acquisition, and logistics all contribute to the well being of the Fort Monmouth community and Army readiness. We have taken effective steps to offset problems linked to the infrastructure and environment (i.e. expanded housing, water testing, snow removal, and maintenance and repair) that affect it. For example, in the area of snow removal the Garrison has seen to it that drivers and ground crews are well trained and have the best equipment available. Roads for emergency vehicles are established during snowstorms and parking lots and sidewalks are cleared immediately after. There is a great deal of planning and preparation in this process and the results show that there is minimal work time lost during this process, but more importantly, the work is being done by expert professionals who through their efforts make it safe for travel to and from Fort Monmouth. We have provided leadership in the area of environmental conservation, restoration, pollution prevention and preservation of natural resources. Our work in the area of BASOPS support has made it possible for soldiers, family members, civilians and retirees to enjoy the benefits of a community rich in programs and services. In addition, we have seen the protection of DOD personnel and assets from acts of terrorism become one of the most complex and important challenges we face today. We have structured a comprehensive and

integrated approach to combat acts of terrorism at Fort Monmouth through our Force Protection and Anti-Terrorism program. We addressed this issue as part of Security, Preservation and Management on page 23.

Long-range planning will be an integral part of the transition affecting social, economical, demographic and political trends within the Army environment. This process will be particularly important within the scope of Planning, Programming, Budgeting and Execution System (PPBES) and how funding of dollars and needed resources are allocated. The Garrison Commander at Fort Monmouth has made long-range planning one of his main priorities. Subsequently, the Garrison has a number of planning initiatives either ongoing or under consideration to meet long-range planning requirements. We are currently developing a long-range master-planning calendar to ensure that the Garrison Commander is kept abreast of all projects and activities that affect the installation and Fort Monmouth. In addition, we are perfecting a web base system in order to improve communication and information reliability within the organization and throughout Fort Monmouth.

In the area of Sustaining Base Management we cite strategies for improving housing conditions and how soldiers and their families will live better. We intend to privatize small utilities in a prudent and fiscally sound manner. We intend to regionalize and consolidate services in areas where it make sense for Fort Monmouth and the Department of Defense (DOD). We expect to utilize the Army Community of Excellence (ACOE) program to conduct a full-scale assessment of the installation to improve the quality and services of programs offered. In the area of Financial Management, our ultimate goal is to develop and maintain a strong financial management base to include streamlining processes and procedures. We also intend to establish strong ties in the financial management community at Fort Monmouth and improve our overall knowledge so that we are in a better position to obtain funding and additional resources. Finally, long-range planning remains central to our ability to meet new challenges and to effectively manage mission requirements in the future. This strategic plan will address several significant areas that impact the installation and what we need to do to make continuous improvements to the Fort Monmouth community. Again, the implementation and execution of this plan will depend on effective leadership and a staff that is prepared and ready to carry out required actions. The relationship between management, staff, functions and customers play a major role in managing the installation and determining its success.

Operating Relationships – Another important aspect of the Garrison transition will be our ability to maximize our strengths and improve communications both internally and across the command. It will be essential for management to examine the current structure with respect to operating relationships, communications and the impact on organizational effectiveness. There will be greater scrutiny used to support our constituents (i.e. CECOM elements, tenants, external agencies, etc.) in order to foster partnering and relationships that enhance the mission. Our internal organization must be structured to support the Garrison Commander in all areas critical to the mission (i.e. planning, facilities maintenance and repair, logistics, etc.). A key component in this process is how well functional elements communicate with each other, how they operate as a team and whether or not they delivered accurate and timely information to the Garrison Commander.

The Directorate for Plans, Training and Mobilization (DPTM) is responsible for plans, operations, training, unit readiness, mobilization planning and force integration. Functioning as the staff proponent for operations (similar to a G3/S3), DPTM's daily business activities require extensive skills in planning, communications, coordination, functional integration, logistics support and the execution of tasks and assignments internally and across the Command. There is a great deal of interface and involvement between the DPTM and other Garrison Directorates and functions on projects, programs, social events, tasks and assignments. Completing assignments within the scope of the mission, whether it is short or long-term requires a deal of collaboration, coordination and logistics in order to provide solution and meet mission requirements. Change of Command Ceremonies, Retirement Ceremonies, Armed Forces Celebration, Official Visits from Higher Headquarters (VIPs), housing projects, Installation exercises, developing a command information web-site, inspections, reports or preparing the Commander for major briefings all require planning and preparation, attention to details, coordination, logistics and effective communications.

Figure 2 (Index of Garrison Functions and Tasks) below shows the areas of responsibilities where the potential for integration between functions exist and the need for effective communications is essential in order to accomplish the mission: The Garrison should considered scheduling sensing sessions as part of the organization's assessment of operations within the various directorates and staff offices to determine how well the organization is performing, and if changes are needed.

INDEX OF GARRISON FUNCTIONS AND TASK AREAS

GBPM01 Infrastructure (Projects)	Proponent: DPW
GBPM02 Ceremonies	Proponent: DPTM
GBPM03 Social Events and Activities	Proponent: MWR
GBPM04 Training and Education	Proponent: IBM
GBPM05 Briefings	All
GBPM06 Conferences	Proponent: DPTM
GBPM07 Official Visits	Proponent: DPTM
GBPM08 Inspections	Proponent: DOL, DPW, MWR & PMO
GBPM09 Meetings	All
GBPM10 Reports	All
GBPM11 Logistics/Transportation	Proponent: DOL

Figure 2

The areas identified above should not be over-estimated or under-estimated in terms of amount of communication, coordination and logistics that is involved in satisfying mission requirements (i.e. policy, guidance, projects, inspections, programs and activities). We must show that our customers are first and foremost. Not responding to customer needs reflects badly on the organization and may influence how we are perceived. Effective communications, accurate and timely information and follow up are key ingredients to our success no matter how uncertain the future appears to be. We must do a better job at sharing information, especially if the task or requirement involves one or more functions within the Garrison. The same is true for operating requirements/relationships across organization lines (i.e. CECOM organizations and tenant activities).

Future challenges and assignments will require more integration between directorates. We will need professionals who understand the nature of our business, and are able to effectively communicate in and outside of the organization. This will enhance the work done on projects, tasks and assignments and contribute to better operations and relationships between management, staff and our customers. The Index of Garrison Functions and Task Areas will be useful as a guide for developing Garrison Business Process Maps (GBPMs) and to track the flow of projects, programs and actions within the scope of mission areas.

Constituents/Stakeholders - The Garrison has developed a keen sense for understanding the importance of constituents and customers both in and out of Fort Monmouth. Strategically located throughout Fort Monmouth, they include U.S. Army Communications-Electronics Command (CECOM), Program Executive Office Command, Control and Communications Systems, Program Executive Office Intelligence, Electronic Warfare and Sensors, and the U.S. Military Academy Preparatory School. Within this framework, is the Garrison's responsibility for Base Operations/Contractor Support, Real Property that includes main post and the Charles Wood Area, as well as various programs and services to enhance the Well-Being for soldiers and civilians at Fort Monmouth.



Other constituents include the U.S. Taxpayer, local officials, educational institutions, and representatives from business and industry. Finally, it is the goal of this organization to research and develop processes to conserve and maintain a clean and safe operating environment. We will continue to build and improve the infrastructure, provide for environmental restoration and stabilization, and seek cost-efficiency energy conservation programs based upon our extensive research and development of processes that are responsive to the needs of the community.



Cross Cutting Functions - As the proponent for installation management, the Garrison works with all CECOM organizations and tenant activities in providing base operations support. Community partnerships include: Fire and Emergency Services, Provost Marshall Office (PMO), Federal Bureau of Investigation (FBI), Counter Intelligence Division (CID), MEDDAC (Health Clinic), Commissary, Criminal Investigation Division (CID), Army Community Service (ACS) and the Community Counseling Center. Partnerships exist to provide programs and services to support soldiers and their families, civilians and retirees at Fort Monmouth. The extent of our participation is governed by AR 5-9 which provides Army off-post customers with convenient access to base support services. As an active Army installation Fort Monmouth is considered a supporting installation. In addition, we do a good job in providing support to Army Reserve Component personnel who have requested to be placed in active duty training status.

External Factors – Throughout this strategic plan, we will identify and recommend new ways of doing business to meet mission requirements and new challenges in the future. We have emphasized the importance of linking our strategic goals to management processes to improve productivity and provide better quality in our programs and services. We have discussed how important it is to foster awareness among our customers and constituents and create partnerships for the future. As previously stated, we intend to preserve the environment by taking steps to ensure it is clean, safe and secure. In addition, our goal is to develop a highly skilled and professional workforce through education and training so that our people are prepared and ready to make the tough decisions.

We recognize that change is inevitable and that it remains constant through time. We anticipate that advances in technology, diminishing resources, an aging population and competition from the private sector will have an enormous impact on the mission and how well we achieve our goals. While we are extremely confident of a successful future, we must be cognizant and understand the fact there will be changes in our mission as a result of new requirements and incidents that threaten our security. Again, the key to our success in the Garrison will be our ability to incorporate smart business practices combined with a willingness on the part of both management and employees to take on new challenges and assignments as they occur.

Enablers - The Garrison Commander has coined the phrase “Transition Pieces or Enablers” to describe requirements and activities currently underway (or being considered for the future) that will lead us to becoming a world-class installation. We have in fact a number of ongoing projects that are at the core of our transition, and consistent with our philosophy and total commitment to providing the best possible service to our customers. Many of the things associated with the transition will impact the way business is conducted at Fort Monmouth. Practical and cost-effective decisions will have to be made based upon current initiatives and new ideas being contemplated. For example, the Directorate for Public Works (DPW) is heavily involved with meeting requirements and projections stemming from the Army Family Housing Plan (AFHP). Morale, Welfare and Recreation Directorate is extremely busy in developing a command wide recreation business system to attract new constituents. Wholesale Logistics Modernization is making its way to improve inventory management processes. We are working to implement programs that insure information dominance and reliability, and remain focused on ideas and

strategies that will improve current and future capabilities. Below are key enablers that will impact the Garrison transition:

- Information Technology and Automation
- Long-Range Planning
- Marketing
- Building Conversions (Barker Circle)
- Energy Efficiency (Geo-Thermal)
- Community Partnerships
- Multi-Skilled, Highly Specialized Workforce
- Well-Being
- Safe and Secure Environment
- Standards and Accreditation
- Customer Service
- Technical Capabilities

ENVIRONMENTAL FORECASTING AND ORGANIZATIONAL ASSESSMENT

Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis - The first step in strategic planning begins with management's examination of the organization and its surrounding elements to determine those aspects that may affect the planning process and future actions. In the previous section, we talked about who we are, and what we're doing to support installation requirements, and what we intend to do in the future. Our ability to assess and make predictions about the organization and its surrounding environment is critical. We need to be able to forecast with some certainty how we expect the organization to operate in the future. Our plan must be realistic and doable. It is important that we look carefully at all operations of the organization and try to pinpoint trends that may exist both from an historical perspective and on a daily basis. We must make projections based upon workforce demographics, attrition, skill requirements and other characteristics that affect organizational operations and the mission. If there are trends that show areas for improvement, then it becomes our job to formulate plans that addresses shortfalls, deficiencies and provides practical solutions.

An assessment of the organization should include identification of your strengths, weaknesses, potential opportunities as well as areas that may hinder the mission if not handled properly. Being able to anticipate problem areas and apply practical solutions keeps an organization on the cutting edge of competition, success and prosperity. In key situations, we should be able to predict the outcome based upon expert knowledge and experience. In addition, we should be able to employ business practices and delivery systems that work and will give our customers the best service possible. Conducting a SWOT analysis provides the opportunity for organizations to review standards and practices that affect both daily and future operations. Standards can be used to guide and evaluate future planning decisions. A review of the Garrison SWOT analysis on the next page (Figure 3) shows a distinct and clear picture of the current environment and those areas considered strengths, weaknesses, opportunities and threats.

Figure 3

U.S. ARMY GARRISON SWOT ANALYSIS

STRENGTHS: Areas that demonstrates high quality, efficiency and effectiveness

Installation Management
Program Execution
Base Operations Support
Infrastructure/Facility Development
Logistics Excellence
Community Partnerships
Services and Programs
Safe and Secure Environment

WEAKNESSES: Areas that need attention/development to support mission requirements.

Limited Funding/Resources
Limitations on Hiring
Authorize Strength Too Small
Marketing/Promotion of Organization Lacking
Need for Functional Training /Career Management Program
Need for Succession Planning
Records Management – Need for Centralized Data Base to Maintain/Update Information

OPPORTUNITIES: Relatively new areas that will impact the mission.

Expanded Business Opportunities
Attract/Improve Federal and DOD Constituent Base
Comprehensive Strategic Plan
Identification of Smart Business Processes/Practices
Energy Efficiencies
Interactive Services Capabilities
Privatization of Small Utilities
Enhanced Facilities
Environmental Clean Up
Virtual Information Management Network
Improve Customer Service

THREATS: Areas that may hinder the mission if not handled properly.

Loss of Expertise/Experience through Attrition
Continued Budget Cuts
Regionalization (If not Implemented Sensibly and Effectively)
Resource Constraints
Unskilled Workforce to Meet Future Challenges

The SWOT analysis can often help management in their overall assessment of the work environment. It provides insight into significant areas that could impact both daily and future requirements. Our intent is to formulate plans where we are positioned to build upon areas of strength, improve weaknesses, minimize threats and seek opportunities to improve the organization. How we proceed with our SWOT analysis will depend on our leadership.

Examination and practical decision making with respect to the SWOT identification areas will be critical to effectively determine and prioritize what things **must be done**, versus what things **should be done**. Once the priorities have been established, it becomes the responsibility of the person in charge to act and make sure that there is action to get the job done. From a strategic point of view, it is good policy and practice for an organization to set priorities and then act on them based upon their order of importance and the mission at large. Directorates and staff elements should begin setting priorities based upon their review and validation of the SWOT, and as a function of the strategic planning process.

Army Community of Excellence (ACOE) – Another valuable resource we intend to use to determine the installation's overall effectiveness, contribution and value to the Army is the Army Community of Excellence (ACOE) program. This will be a major component for conducting a command-wide assessment and evaluation of the organizational. We intend to use our strategic plan as a basis for establishing benchmarks and measuring the level of quality and service at this installation, and to address requirements of the President's Quality Award Criteria and the Army Performance Improvement Criteria (APIC). We will be able to develop appropriate business processes, standards, programs and projects that we know will qualified us for competition in 2002. Our focus for the assessment will be real property management, BASOPS as it is tied the budget cycle, consideration and support of installation functions, service plans, soldiers and the well being of their families and effective customer service. We also plan to look at other programs that make a difference at Fort Monmouth such as the Eldercare Support Program. All of this will be validated by the development of a comprehensive evaluation and feedback process. It is important to mention that there will be a continuous assessment process with respect to our strategic plan. We anticipate that we will have to be flexible and adaptive to changes that may occur as we begin to employ new strategies and new ways to conduct business in the future.

Performance Indicators - As previously mentioned, we intend to monitor and track the execution and accomplishment of our goals by establishing performance indicators in critical areas of this strategic plan. This process will include a review of our goals and objectives and the ability to measure the amount of progress and success in a particular program, project or service area. We will also be looking at performance indicators to determine how well we have done in terms of quality, efficiency and effectiveness. We will be aided by the use of supporting objectives identified in our operation plan, Army Performance Improvement Criteria (which is an adaptation of the Malcolm Baldrige National Quality Award), established benchmarks and indicators will form the basis for measuring the quality and effectiveness of programs and services provided by this organization. The following performance indicators will be reviewed on a reoccurring basis to determine how well the organization is doing based upon strategic goals and requirements:

- Productivity Improvement
- Change in processes as a result of streamlining measures employed
- Better quality with respect to programs and services
- Greater response time to tasks and assignments
- Better business practices
- Improved Customer Service

Most of the time the analysis is nothing more than an educated guess. Resource issues will often impact decisions over what we can and cannot do. On the other hand, we have people who understand what is required to support and sustain the Army Team and the Army mission. As part of the strategic planning process, it will be important for management to review the SWOT analysis areas on a regular basis to determine its overall validity and impact on the mission. As changes do occur, we will have to adapt to complex situations, remain flexible and think of ways to get the job done. While our expectations are high, funding constraints and inadequate resources still remains critical elements in our future. As budget cuts continue to plague operations, we must generate new ideas and incorporate them into our plans and business strategies. We must continue to strive for excellence in BASOPS and implement smart business processes to enhance operations, maintain facilities, and improve programs and services.

INITIATIVES AND CHALLENGES

Up to this point, we have attempted to lay the foundation for a strategic planning process by addressing key areas/issues (i.e. structure, environment, operating relationships, external factors, enablers etc.) that will have significant impact on how we transition into the future. Our operation plan is based on realistic goals, strategies and outcomes that that can be attained with the right effort. We also discussed the idea of management and employees alike taking ownership for the plan and making sure that it is fully implemented and the actions are carried out. We now focus our attention on a number of the command initiatives and challenges that if handled properly pose opportunities for the organization. Strategically, we intend to utilize the most cost-effective, time sensitive planning strategies and procedures to achieve our goals in the area of leadership, information technology/automation, business planning and preparation, infrastructure/facility development (projects), standardization, training and development and organization effectiveness.

Leadership - The Garrison strategic plan will not be successful unless there is effective leadership and guidance from management. Throughout this plan we have referenced the idea of management and employees taking ownership and responsibility for the actions associated with this process before and after implementation takes place. It is paramount that the Garrison Commander and his management staff demonstrate their approval of this effort wherever and whenever they can. There must be discussion at meetings to reinforce the notion that strategic planning is an integral part of the mission and the future. We have previously address the Garrison formula for leadership, that is, **Leadership + Accountability + Teamwork = Success (LATS)**. There is no question that if everyone involved in this strategic planning process understands their role and more importantly, is willing to contributed to the goals and objectives the organization has outlined, we will accomplish what needs to be accomplished and achieve the success this formula purports.

One idea that has been suggested and should pay dividends to this process is the use of “Shadetree” sessions in which the Garrison Commander will meet with Directors and key staff elements to discuss issues that pertain to strategic planning such as operations, business processes and resource development initiatives. This is an excellent way to approach strategic planning. Additionally, there should be in place a Strategic Planning Committee consisting of management personnel and workers to monitor the plan and incorporate new ideas, changes and practices as

the need dictates. A thorough review of the organization will help the leadership decide what needs to be done to meet our future needs. We must then develop, implement and execute a plan of action based upon our review and findings. Finally, we must determine if we have accomplished what we intended to do, and if there is need for any adjustments along the way. Our leaders must lead by communicating openly and honestly what needs to be done to meet our requirements. During the strategic process, it is extremely important that everyone understands that they have a stake in it. Our leaders must send a message that strategic planning is not just “pie in the sky,” but a constructive and progressive path to a successful future. Employees must understand that they are accountable for their actions and there will be mistakes from time to time. However, the key is to learn from your experience and not make the same mistake twice. These are things that need to be discussed at shadetree meetings, town hall meetings, staff meetings, directorate meetings and strategic planning committee meetings. Our leadership must be clear on the direction this organization will take in the next 5-10 years and be able to convey this information to the people who will actively take part in this process.

Information Technology/Automation – Information Technology and automation will play an increasing critical role in our ability to leverage resources and accomplish mission requirements. Our objective in this area is to improve the Garrison’s planning capability, communications and delivery of programs and services by acquiring advance information technology and automation systems and processes. We know with certainty that this area is one that impacts literally everything we do with respect to operations, logistics, infrastructure, business planning and the environment. Subsequently, we have embarked on a path of communication technology exploration that will pay dividends to the organization and our customers. Indicated below is a list of the technology that is operational or currently being developed as part of the Garrison transition and well-being of the installation are as follows:

- Local Area Network (LAN) Based Planning Calendar
- Web-Based Communications System
- Multi-Faceted Data Base
- Integrated Services Capability System
- Material Acquisition Processing System (MAP)
- Vehicle Registration
- Transportation Operation Processing Systems (TOPS)
- Recreational Tracking (RETRAC)
- Food Track
- CDSAMS
- MAXIMO
- MWR Web-based Advertising

***USAG Web-Based Communications System**



***Support Site**

***Fort Monmouth On-Line**

All of the above systems are designed to ease operations and increase the level of information accuracy, efficiency and effectiveness. They will play an integral role in transitioning work to a higher level of productivity and capability in and out of the organization. The idea of installing a “one stop” knowledge management system to allow for greater retention of information or a multi-facet data base that will make managing records more feasible. Finally, our goal is to procure information systems that are cost effective capabilities and free from unwanted and illegal tampering.

Business Planning and Preparation - The Garrison has done we have done good job in developing business processes and practices within the organization. However, there is a more work to be done. For example, the Directorate for Public Works (DPW) Installation Plan is an organizational planning and programming process that integrates master planning environment, infrastructure and housing into a comprehensive plan of current and future requirements. The DPW has continually researched and developed ways to improve internal business processes that fall within their purview in order to enhance their mission. Morale, Welfare and Recreation (MWR) is right in the middle of pioneering a new recreational delivery system with an eye towards employing new business strategies that will revolutionize the MWR function. With the advent of the Single Stock Fund (SSF) initiative, the Directorate for Logistics (DOL) has been able to streamline logistics and financial processes to provide better management inventory requirements.

While there are a number of individual initiatives in the Garrison that contributes to better business practices, they are not tied together in a uniform manner. We need a standardized, relatively simple plan that shows the interconnectivity and integration of the organization's business processes. An effective way to accomplish this goal is to develop business map within the directorates and staff offices to show how processes and procedures are streamline to improve operations. A further description of the Garrison's initiatives and challenges that impact the transition and pose a great deal of attention by the Command are indicated as follows:

Single Stock Fund/SSSC/Inventory Management –An Army initiative to streamline logistics and financial processes in the Army Working Capital Fund and Supply Management Army (AWCF/SMA) Major conversion from retail to wholesale logistics, which provides for greater visibility and control over managing assets. However, not a great deal of change in terms of operating the SSF. Improves the process of inventory management and determination of the amount of excess to be move from a single point to locations throughout United States and overseas to include:

Single point of sale

Single level of ownership

Single general ledger

Improved asset visibility

Unified inventory

Standardized credit

Standardized business practices

Improved requirements determination



*Dispatch
300
Vehicles*

\$197 M Inventory



*Operate SSSC& Govt
Credit Card*

*Manage
Central
Receiving
Warehouse*

SSF is an Army-wide change in how we manage inventory and conduct business. Being part of the AMC family (considered the SSF National Manager) put us right in the thick of the SSF process. From the Garrison perspective, the current SSF system does not pose a great deal of change to the operation. It does, however, allow for better management of Army inventory, provides an opportunity to capture costs with greater clarity and serves as a smart and critical enabler for future business process changes.

Morale, Welfare and Recreation (MWR) Recreation Delivery System (RDS) – The mission of MWR actively focuses on delivery of high quality services to the Fort Monmouth community. recreational organization. This new structure complies with Army concerns about how customer and attention for task-oriented assignments completed by program and operations team members. Central to Garrison’s strategic direction is the benchmark established for the creation of a park recreation program with an emphasis is on providing strong team leadership, greater and focus This new structure provides new avenues for marketing, advertising and promoting programs and services so that our constituents are more in tuned with our capabilities to serve them. The success of the RDS has led the expansion of MWRDS. Areas of responsibility under this system includes:

Program Team

Determine customer desire for programs

Research/plan new programs and develop existing programs

Program activities into facilities that are empty

Monitor ongoing programs

Research contractual and partnerships opportunities

Communicate with the Ops Team

Operations Team

Open facilities, on time as scheduled

Cross-train staff and move to facilities that need people

Analyze facility hours based on patron use

Safeguard and account for property and funds

Facility Security

Ensure Facilities are in good shape
Provide excellent customer service
Oversee and conduct existing programs
Provide logistical support for MWR
Communicate with Program Team

RDS successes to date:

- 1999 DA Small Installation Recreation Program of the Year
- 2000 AMC nominee for DA Recreator of the year
- Chosen by DA to be the Model Site for Accreditation with CAPRA
- Chosen by NRPA to conduct accreditation visit to East Lansing, MI.

Expanded social activities and events stemming from the MWRDS program includes:

- Tickets ‘N Tours
- Amateur Art Exhibition
- Songs of Summer Concert Series



*Field House



*Marina

- BMW Autocross
- Dog Obedience Show
- Installation Invitational Basketball Tournament
- AFW Entertainment Schedule
- Expo Theater Entertainment (Music , Broadway)
- Bonanza Bingo
- Holiday Ball
- Partnering with Monmouth County

Being the first to implement the RDS brings with it enormous responsibility and accountability. Fort Monmouth will be called upon to provide the leadership in this area throughout the Army Materiel Command (AMC). Therefore, it is understood that the RDS will play a significant role in the Garrison's transition and future of the Army.

Infrastructure/Facility Development Support (Core Competency). Fort Monmouth is considered a leader among Army installations in providing infrastructure development and support. Following the goals, objectives and strategy outlined in Army Vision 2010 and Joint Vision 2010, the Garrison (through the Directorate for Public Works) is moving forward with the Army vision for future Installations that include five major tenants:

Army Tenant Requirement

Garrison/ Fort Monmouth Strategy

Maintain Readiness

Resource capital investment plans to revitalize or replace essential infrastructure. Focus is on critical core facilities (i.e. Myer Ctr Software Engineering Ctr, etc.)

Provide Power Projection

Development of post-wide, fiber optic underground infrastructure system to ensure logistical and sustaining support information is passed in real time

Maintain Well-Being

Single Soldier Housing
Army Family Housing (Main Post)
Army Family Housing (Charles Wood)
School Age/Youth Services Addition
Outreach Center/Family Child Care
Soldier Community Building
USMAPS Renovation

Sustain the Environment

Proactive in environmental compliance and conservation, with a fully functional environmental laboratory. Additional information on Fort Monmouth's environmental program is on page 22.

Operate Efficiently

Reduce Energy Usage
Privatize Utilities
Reduce Infrastructure
Organizational Consolidation

The infrastructure is sound with a vast array of improvements stemming from the DPW Installation Plan. This plan is the driving force for the major construction, renovations, major maintenance and repair, and housing projects as well as environmental improvements that have been completed at Fort Monmouth and it will continue to bring improvements to infrastructure and facilities in the future. The Fort Monmouth Housing Master Plan is part of the inventory and modernization or replacement of all family housing requirements. The Family Housing Master Plan parallels our strategic plan to improve how soldiers, family members, DA civilians and retirees live and work at Fort Monmouth through modernization, renovation and conversion of existing structures. Converting unoccupied buildings to establish administrative office is one idea that has been already tested with excellent results (i.e. Directorate for Resource Management, Building 205). This process allows for greater opportunity to meet mission requirements based upon added resources. We will continue to identify buildings on post for conversion to create space for mission requirements and to attract new constituents (i.e. DOD, Federal, business, industry, etc.) and expand opportunities throughout the installation. Essentially, the Fort Monmouth plan is set up in four phases to include:

Phase 1 – Divest North Pinebrook Family Housing

Phase 2 – Modernize/construct new Jr NCO CWA Housing
Demolish Wake/Olongapo Road Olmstead Gardens Housing
Divest South Pinebrook family housing

Phase 3 – Construct balance of new Jr. NCO CWA Housing
Demolish Wake/Guam/Marshall Courts Housing

Phase 4 - Revitalize Main Post GO.Sr Grade Housing

The Fort Monmouth Family Housing Master Plan is well underway with a completion date of FY 2008. The following provides a listing of Master Plan Projects and locations on Main Post and the Charles Wood area where construction will take place:

Master Plan Projects

Completion

Russel/Carty Housing Modernization	FY 2002
Revitalization of Megill/Hemphill	FY 2003
Construct New Jr. NCO Housing Phase 1	FY 2004
Construct New Jr. NCO Housing Phase 2	FY 2005
Revitalize Russel and Allen	FY 2008



Transition planning includes:

- Continued use of South Pinebrook/Mitchell side of Howard Commons during the modernization of housing to be retained and construction of replacement housing in the Charles Wood area.
- Designated use of Howard Commons for Company Grade in Buildings. 3024, 3025 and 3026 during renovations
- Redesignation of Hope/Hemphill for Company Grade (Backfill through attrition)

Additional Projects at Fort Monmouth include:

➤ Distinguished Visitor Quarters (DVQ)	FY 2001
➤ Myer Center/Squire Hall Renovation	Continuous
➤ 19 th Hole/Sports Bar	FY 2001
➤ Gibbs Hall Kitchen Renovation	FY 2002
➤ Building 1210 Addition	FY 2001
➤ Revitalization of Buildings 1213 and 1214 for SEC	FY 2001
➤ Revitalization of Building 2525	FY 2003
➤ Credit Union	FY 2002
➤ Gas Station	FY 2001
➤ NJNG – Replace 1200 Area Boiler Plant	FY 2002
➤ Modernization of USMAPS Barracks	FY 2002-2004

Future Development plans include proposed construction at Olmstead Gardens. The area will be set up to accommodate mission essential requirements and to support the creation of a parks recreation or playground area for children. It should be noted that there was extensive research and analysis (i.e. manpower/resource requirements, time, cost and material estimates) conducted to determine the best possible solution for the housing situation at Fort Monmouth. The decision to modernize existing structures through renovation, revitalization and construction provided the best fit for the requirements, our soldiers, their families and the entire Fort Monmouth community.

Environmental Stewardship (Core Competency) - Our environmental strategy follows the Army model for protecting our natural resources and preserving the environment. As a community leader in this area, we are actively taking steps to ensure that the environment is an integral component to our mission and environmental stewardship becomes a way of life at Fort Monmouth. Our plan focuses on pollution prevention, conservation of natural and cultural resources, and compliance of environmental laws and restoration of previously contaminated sites. For example, if you consider what has been accomplished in the area of UST Removal, Stream Bank Restoration and Stabilization and the work being done by our State Certified



Environmental Laboratory, Fire and Emergency Services (recognized as the best in AMC five years running) and other environmental groups, it is clear that our strategy is working. As a State Certified Environmental Laboratory, our number one priority is to ensure that the environment is clean and free from any toxic materials in the area. We will continue on this path to integrate conservation and restoration into the mission and aggressively clean up the environment in order to minimize future impact from installation operations.

Security, Preservation and Management - The Office of the Provost Marshall is responsible for seeing to it that all matters of security, preservation and management, policy and procedure of law and good order to include crime prevention, detection, resolution and reporting, installation force protection, physical security and force protection planning and implementation. This area is particularly important with respect to improving Fort Monmouth's technical capabilities with major initiatives underway. From a strategic and preparedness standpoint, Fort Monmouth is combating the challenges of terrorism with a comprehensive Anti-Terrorism/Force Protection (AT/FP) program that ensures the security of personnel, information and critical resources from potential asymmetrical attacks. Fostered by an integrated vulnerability (VA) assessment, the Fort Monmouth AT/FP program is built on 32 mandatory standards, policies and procedures, mandatory training and security measures designed to assess and reduce critical vulnerabilities, and increase the awareness of every soldier, civilian and family member on the installation. Governed by assessment and reporting requirements, the Fort Monmouth AT/FP program is supported by an arduous working committee, training, operations, resources and intelligence. There has been a total revision of the AT/FP plan. The installation is now positioned to deter incidents, employ countermeasures, mitigate effects and maintain installation's defenses in accordance with THREATCON. We have raised the level of our technical capabilities in this area through the use of:

- Undercarriage Video Capability
- K-9 Unit
- EOD Detachment
- CCTV
- IDS
- Barrier (Portable/Concrete)
- X-ray
- Mylar Windows
- Chem/Bio Protection Suits
- Vehicle Registration Program

Note: The Installation Status Report (ISR) will be used as a resource tool to monitor and evaluate the above capability areas and their contribution to the AT/FP program. From a transition perspective, future operations in the AT/FP program will be supported by additional exercises and inspections, IDS and CCTV upgrades, better integrate protection of our computer network and augmented commitment. Finally, consideration is being given to the development of a Security management Center to support the AT/FP program. The structure of the Command Center will feature state-of-the-art intelligence support systems, real time alarm monitoring, detection devices and unlimited integration and expansion. There will be access control systems placed in the Charles Wood area and on Main post.

Regionalization - Regionalization will be an important consideration in the Garrison Strategic planning process. Our main thrust in this area will be to regionalize services in the areas of engineering and construction, environmental stewardship, logistics, fire and emergency support, health and MWR programs. Strategically, we believe that it does make sense to regionalize services in these areas, however, we also are fully aware of the requirement of doing our homework, and gaining the full picture before any concrete decisions are made. It will important to make a determination of the requirements (i.e. systems, processes resource needs, etc.) and changes associated with regionalization. We will have to also take into account the costs that would be involved as a result of this process. Theoretically, regionalization makes sense. The idea of consolidating services and streamlining processes seems like a good one depending upon which areas are tapped for the change. However, it makes even more sense to be prudent in our approach to this and consult people who have experience in regionalizing services and programs. We address this factor in the corporate strategy section of this strategic plan. We have identified strategies to accommodate the potential for regionalizing programs and services. Finally, it is most important that we get a sense of what regionalization means for this organization and understand the impact on people and the mission before it is put into practice.

Resource Constraints - Just about everyone who has developed a strategic plan has addressed the need to offset or combat resource constraints. We continue to work in a period where there are budget cuts, and limited resources. The Garrison plight is no exception. In our case, the phrase “Doing more with less,” is not a misnomer, it has become an accepted reality. There are a couple of aspects to consider with respect to resource constraints. The first one subscribes to the notion that in order to become resource heavy, you must be able to demonstrate your value to the proactively and is willing to put there ideas to the test. The bottom line is that we must to be able to further demonstrate the value of the Garrison by knowing what our mission is, knowing what “powers to be.” The second point is that if you are not among the chosen few who have the resources then you better surround yourself with creative and innovative people who can think our capabilities are for getting things done and then getting things done better than our competitors.

Constituent Focus (Customer Service) - Inherent in this strategic plan is the idea that we establish community partnerships with our constituents and customers. Our focus is to ensure they are aware of our capabilities and understand that we are able to provide the highest quality and service to meet their needs. This idea is non-negotiable and must be carried out by every employee in the Garrison. The best way to enhance our constituent base is through customer service. We must be steadfast in our customer service effort. We must be competent and confident in our ability to provide accurate and timely information when dealing with our constituents and customers. The following outlines the essentials of quality customer service:

- **Reliability** – The customers perception of our ability to provide promised service dependably and accurately.
- **Assurance** – The confidence the customer feels that their problem is in **GOOD** hands
- **Tangibles** – The customer’s perceptions of: the physical evidence of our service, facilities, equipment and our appearance.

In order to provide good customer service, we must know who are customers are, that is whether they are internal or external. We must adopt the philosophy that anyone seeking and/or requiring assistance (when it is related to the business that we are responsible for) must get it at that moment or at least in a timely manner. We must be competent and know what our business is and what works for our customers. Likewise, an effective customer service system is one whose basic design makes things easy for the customer. As a strategic measure, we must begin to apply the above guiding principles when dealing with our customers. By doing so, it provides us with an opportunity to take part in shaping the organization and our future. Joel Barker noted author of the book "Paradigms," makes very clear when he states, "You can and should shape your own future; because, if you don't someone surely will!" We have an opportunity to shape the Garrison's future by developing an effective customer service system and all other elements.

STANDARDIZATION AND ACCREDITATION

Comprehensive standards provide the basis and criteria to measure program areas, processes and procedures. They provide the legitimacy and stability needed to measure how well a particular program is doing and whether it is necessary to incorporate changes when needed. Fort Monmouth is an example of an installation working to meet the needs of the community with standards that place excellence above mediocrity. It is an installation that has received high praise and recognition for its attempt to standardize practices and achieve in the area of Army Community Services (ACS), Parks and Recreation Services (CAPRA), Child Development Center and School Age Services. This section of the Garrison Strategic Plan will address planning initiatives and actions taken to achieve standardization and accreditation within each of these areas.

Army Community Services (ACS) Accreditation - The ACS serves as the Commander's primary resource agency for developing, coordinating and delivering family social support services to all members of the greater Fort Monmouth Community. ACS programs contribute to the retention, readiness and morale of our military force through an existing philosophy that emphasizes customers first and foremost. ACS Centers are operated by Department of Army (DA) and is required to meet standards prescribed in AR 608-1. The accreditation process recognizes an ACS Center's level of performance, integrity and quality that entitles them to the confidence of the military community they service. It is supported by an organized effort to integrate cost-effective programs and services to ensure compliance with established Army standards: The Fort Monmouth ACS Accreditation plan has been developed to meet the standards prescribed in AR 608-1 (ACS Center) to include:

- Structure (i.e. Criteria for Center and Service Delivery Model)
- Oversight (i.e. Internal Review, Strategic Planning, Record Keeping and Reporting)
- Management (i.e. Funding, Personnel, Training, Physical Property Management, and Marketing)
- Services (i.e. Deployment or Mobilization and Stability and Support Operations Readiness, Soldiers and Family Readiness, Employment Readiness and Financial Resources)

The ACS accreditation process at Fort Monmouth is supported by a well-documented plan that identifies strategic goals and objectives, employs a community based needs assessment survey and maintains an accreditation checklist to ensure uniformity and compliance with accreditation standards. The needs assessment is particularly important as it identifies all ACS programs utilized by the community to determine the level of participation and effectiveness in each. ACS programs that are in compliance with the Army standards and contribute to the success of the accreditation process include:

- | | |
|---------------------------------|---|
| -Family Advocacy Program | -Employment Readiness Program |
| -Outreach Program | -Installation Volunteer Program |
| -Relocation Readiness Program - | -Baby's First Program |
| -Financial Readiness Program | -Family Services |
| -ACS Volunteer Program | -Information Referral and Follow-Up Program |

Another important piece of the accreditation process is the review and evaluation of ACS Centers. A great deal of planning is required in preparation for an evaluation team headed by the MACOM ACS Program Manager, members from CFSC and the installation's Regional Medical Center. The evaluation team is charged with the responsibility to review programs and procedures to substantiate compliance with Army standards. To date, the ACS review and evaluation has gone well and is expected to continue in the future.

Parks and Recreation Services (CAPRA) Accreditation - Parks and Recreation Services accreditation is another area where Fort Monmouth has excelled. Being chosen by the Department of Army (DA) as a model site for the Commission for Accreditation of Park and Recreation Agencies (CAPRA) has put Fort Monmouth in the forefront among Army Recreation organizations, and is just another example of how much this installation is involved in the community. The standard by which the CAPRA will operate is as follows:

There shall be a comprehensive park and recreation system plan, which is basically an inventory of existing conditions and recommendations for future programs and services, acquisition and development of areas of facilities and administration. The plan shall be officially adopted by the appropriate governing body, updated regularly, and be linked with a capital improvement budget and phased development."

Fort Monmouth's Recreational Delivery Systems (RDS) also chosen as a model site by DA and AMC will serve as the vehicle to foster compliance with elements of the above standard. Should be incorporated in the Installation's overall strategic plan.

Child Development Center Accreditation - The objective of the Child Development Center program is to ensure that there is a safe and nurturing environment that promotes physical, social, emotional and intellectual development of young children. Accredited by the National Association for the Education of Young Children (NAEYC), this program is governed by high-level standards that focus on providing:

Frequent, positive, warm interactions among adults and children
Planned learning activities appropriate to children's
age and development
Specially trained teachers
Varied age-appropriate materials

A healthy and safe environment

Nutritious meals
Regular communication with parents
Effective administration
Ongoing, systematic evaluation



The work that has been accomplished in the Child Development Center has not gone unnoticed. It is considered a 'premier site for child development services by the Department of Army. It has received an excellent MCCYET inspection, CDC and FCC accreditation with commendation, and continues to improve the quality of services provided to children at Fort Monmouth.

School Age Services Accreditation - Establishing practices that lead to stimulating, safe and supportive programs is the goal of the Fort Monmouth School Age Services program. Currently undergoing self-study in order to achieve accreditation, we subscribe to high quality standards for quality school age care set by the National School Age Care Alliance (NSACA). The NSACA accreditation system emphasizes six distinct categories to include:

Human Relationships
Indoor Environment
Outdoor Environment

Activities
Safety, Health and Nutrition
Administration

In addition, there are a total of 36 standards that organizations must comply with in order to receive accreditation for their program. As a result of the work we have done to improve the quality and service of our school age program, we look forward with great anticipation to the upcoming review by the NSACA, and the prospect of receiving accreditation.

STRATEGIC PLAN RELATIVE TO TRAINING AND DEVELOPMENT

A comprehensive strategic plan focuses on improving the organization and its direction for the future. Specific areas such as leadership, business processes, managing resources and teamwork are all part of the equation to achieve stated goals and objectives. Developing the skills and capabilities of the people is equally important to the success of the organization. We believe people are our greatest resource. Their success is predicated on having the expert knowledge, skills, and ability to make things happen in an effort to carry out the mission. We need people who can "think outside the box" when faced with tough decisions. They must be responsible and accountable for their actions.

In developing this plan, we have listed our strategic goals, incorporated objectives and stated what we believe will be productive outcomes as we prepare for the future. Education and

training will be important elements in developing employees and the organization. Both provide a basis for growth and development and are key ingredients to help build a strategic workforce. We intend to provide education and training opportunities to develop skills and abilities needed in the future. We will emphasize greater use of:

- Performance Objectives
- Training Plan/Individual Development Plans (IDPs)
- Professional Development/and Career Management
- Assessment (Organization)
- Organizational (Success) Indicators

Job-Skill Review – This strategic plan will emphasize the importance of developing employee skills and needs to ensure that the skills required match the position the individual has been assigned to perform his/her duties. Supervisors will be required to conduct a review of position descriptions that are questionable to determine if changes are needed or a new description is required.

Performance Objectives - Employees will be required to work and carry out tasks and assignments based upon written objectives as it relates to their performance on the job. A review of job descriptions will be conducted to ensure that employee skills match the requirements of the job. In addition, employees will be given the opportunity to attend training and participate in developmental assignments and tasks to develop skills and abilities for better performance.

Training/Individual Development Plans - Individual Development Plans (IDPs) will be used to record training and development activities completed by Garrison employees. We intend to use available courses, seminars, on-the-job assignments (OJT), developmental activities, cross training distance learning, and self development opportunities to give our employees the skills they need to meet job requirements. We want to develop all sectors of the workforce (i.e. professional, managerial, technical trade skills and administrative personnel). We want to ensure that our engineers are up to speed with the latest technology and the training is tied to the strategic goals and objectives identified in this plan. As an option, we will use the CECOM Automated IDP or seek to create a spin off version that can be housed in Installation Policy and Programs Division. In addition, supervisors and managers will be expected to provide mid year counseling sessions with employees on matters relating to performance or the lack there of and record the results of the session on the IDP.

Professional Development and Career Management - Professional development programs and opportunities will be made available to those individuals aspiring to higher-level positions in the Garrison. Supervisors will be responsible for providing advice and guidance on professional development opportunities based upon consultation with the Activity Career Program Manager (ACPM) for CP-18. Another idea that is currently being explored to increase professional development opportunities will be to establish a Masters Degree Program in Quality Management that would be brought on-site and conducted at Fort Monmouth. This program would be for employees whose work and activities are directly related to performance improvement, productivity, statistical analysis and quality management issues. This idea will require analysis and study of the population to determine the need for a program of this kind.

PLANNING PROJECTIONS (SHORT AND LONG-TERM)

We have previously addressed the importance of planning as an essential ingredient of organizational effectiveness and how using a methodical, consistent approach can foster a successful transition. The Garrison has taken steps to identify areas where assumptions and projections can be made based environmental and organizational indicators. Members of the Command Group, Directors and key staff personnel have met (at an off-site location) to discuss organizational issues that impact the future. Much of the discussion focused on eight major categories to include: **Personnel, Performance Improvement, Business Processes, Quality Management, Organizational Structure, Training and Education, Resource Ingenuity, and Customer Service**. The eight categories selected for the off-site session coincide with the Garrison's strategic goals. Command Group members and management officials identified the following short and long-term goals after discussion concerning the organization, command philosophy, vision, mission and core competencies.

<u>Personnel/Performance Improvement</u>	<u>Short</u>	<u>Long</u>
Become equal partner w/CECOM		X
Increase public recognition of awards across USAG	X	
Associate resources w/mission	X	
Rethink the need for ACOE (Team Approach)	X	
Develop comprehensive Customer Service Program	X	
Generate resources to fund reactionary requirements	X	
<u>Business Processes</u>		
Leading Edge of Information Technology	X	X
Greater focus on constituents	X	X
Resourced (Verb)	X	X
Trained Service Provider		
Employees	X	
Management		X
Streamline for greater efficiency/effectiveness		X
<u>Quality Management</u>		
Emphasis on Standardization (Benchmarks)	X	X
Cross Training		
Within organizations	X	
Across		X

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Constituent Feedback		
Questionnaires, surveys	X	
Analyze trends		X
Quality Management as a Culture		
Teachable	X	
Catchable		X
Quality Workplace Environment (Improve your foxhole)		
Safety		Continuous
Facilities		X
Equipment		X

Organization Structure

Special Staffs		X
Mission/Voice Doesn't Get Buried	X	
More Responsive	X	
Direct line to COS/CDR	X	
Raise issues of concern to COS/CDR	X	
Define and assess Special Staff Offices	X	
Organizational Chart/TDA (AR 10-1)		X
Core Competencies		X
DOL Reorganization	X	
Align toward new core competencies		X
PMO Organizational Review		X

Training/Development

Identify Training Organization Needs	X	
Develop/execute Individual Development Plans (IDPs)	X	
Allocate resources against priorities	X	
Identify Train the Trainer, Academic and Professional Development Opportunities	X	
Maintain a trained and educated workforce		X

Resource Ingenuity

Identify positions for contracting	X	
Discretionary funds	X	
Develop USAG matrix for overhead requirements	X	
Evaluate positions for contracting		X

Customer Service

Identify internal and external customers	x	
Identify customer needs	x	
Train personnel in customer service	x	
Develop feedback process and follow up response	x	
Recognize and award positive feedback	x	
Reinforce training in customer service		x
Become the provider of choice for customers		x

These areas have the attention of the Garrison leadership and will figure prominently in the strategic planning process. Directors and Office Chiefs will be charged to develop viable strategies to ensure identification of resources and the best course of action for implementation and practical application

FUTURE IMPLICATIONS (DIRECTIONS)

The process of implementing a Command Wide Strategic Plan is an arduous process. This process becomes even more arduous when the plan becomes a reality and people are required and responsible for making sure that things get done according to plan. The management and employees of the Garrison have great expectations for a bright future. We are confident that we can expand business opportunities given the current market. It will be difficult, but doable. New systems and processes to insure the reliability of information and data will pose great demands on our time and energy. Mastering the communications/information phenomenon will be critical to the transition because it is integrated in the mission, that is, it is in everything we do. There will be ample opportunity to improve our products and services to a greater extent, thereby improving the Well-Being for all inhabitants at the installation.

Developing and maintaining quality workforce is an essential part of our human resource management strategy and transition into the future. As we begin to lose employees through attrition, retirements and competition from outside sources, and work years are reduced, the need to for a multifunctional workforce will be critical. Integrated initiatives that result in cross-functional assignments as well as cross training opportunities throughout the organization will be important. This idea is practical in terms of improving operations, sustaining the organization and charting a course of action that demonstrates what kind of organization we will be in five-ten years. Notwithstanding the fact that there will be new missions and requirements, we know with certainty that effective planning; application of organization skills and employing business ingenuity will be essential to meet transition goals and objectives. It will be necessary to develop all segments of the workforce to include professional, technical and administrative personnel. In addition, we must find ways to offset the effects of change brought on by advances in technology. The burden is on all Garrison employees to produce and execute a strategic plan that is realistic, workable and meets the needs of the Command. The transition areas identified in this plan and subsequent actions taken will required a collective effort on the part of management and employees alike. The Garrison Commander is confident that we have the capability and readiness to effectively meet our strategic requirements.

GARRISON STRATEGIC PLANNING MODEL

MISSION	What We Do	Base Operations Support Facilities Services Well Being for the FM Community
VISION	What We Want To Do	Recognized Premier Small Installation Benchmarks in Quality Leader in Services and Programs
CORE COMPETENCIES (Focus/Emphasis Areas)	Foundation Set To Do What We Want To Do	Environmental Stewardship Community Partnership Logistics Excellence Well-Being Infrastructure/Facility Development And Support
GOALS	Direction We Take To do What We Want To Do	Improve Housing For Soldiers & Family DA Civilians And Retirees Privatize Utilities/Do Cost Analysis Foster Teamwork And Partnerships w/ Customers. Attract DOD And Federal Agencies Develop 1 st Class Business Centers Aggressively Seek Resource Opportunities Sustain And Attract Responsive Workforce Support & Educate Those Who Interface With Constituents Develop Awareness For Why We Exist Integrate Environmental Values Into The Mission Institute Smart Business Practices
STRATEGY	How We Do What We Want To Do	Human Resource Management Information Management Financial Management Sustaining Base Management
PLANNING	What We Need To Do To Do What We Want To Do	Identify Objectives, Required Actions, Areas of Responsibility, Milestones & Outcome via Operational Component
IMPLEMENTATION (Operational)	The Process Of Doing What We Want To Do	Disseminate Strategic Plan for Review Begin To Exercise Operational Plan Monitor Stated Goals, Objectives & Outcomes. Establish SPC Group
EVALUATION	Determine If We Did What We Wanted To Do	Assess Impact of Plan on Organization, Management And Employees. Report Findings. Ensure Annual Report Is Done

Appendix A

Acronyms

ACOE	Army Communities of Excellence
ACPM	Activity Career Program Manager
ACS	Army Community Services
AFHP	Army Family Housing Plan
AMC	Army Materiel Command
APIC	Army Performance Improvement Criteria
AT/FP	Anti-Terrorism/Force Protection
AWB	Army Well-Being
AWFC	Army Working Capital Fund
BASOPS	Base Operations
CAPRA	Commission for Accreditation of Park and Recreation Agencies
CCC	Community Counseling Center
CCTV	Close Circuit Television
CECOM	Communications-Electronic Command
CFSC	Child Family Service Center
CID	Criminal Investigation Division
CYS	Child and Youth Services
DA	Department of the Army
DOD	Department of Defense
DOL	Directorate of Logistics
DPTM	Directorate for Plans, Training and Mobilization
DPW	Directorate for Public Works
FBI	Federal Bureau of Investigation
FMHP	Fort Monmouth Housing Plan
GBPM	Garrison Business Process Maps
IDS	Integrated Defense System
IDP	Individual Development Plan
IGFT	Index of Garrison Functions and Tasks
ISR	Installation Status Report
LATS	Leadership, Accountability, Teamwork=Success
LRP	Long-Range Planning
MACOM	Major Army Command
MBNQA	Malcolm Baldrige National Quality Award
MCA	Military Construction Account
MEDDAC	Medical Department Activity
MWR	Morale, Welfare and Recreation
MWRDS	Morale, Welfare and Recreation Delivery System
NAEYC	National Association for the Education of Young Children
NCO	Non-Commission Officer
NSACA	National School Age Care Alliance
OJT	On-the-Job-Training
OIT	Organization in Transition
OP	Operation Plan
OPI	Organizational Performance Indicators
OT	Operation Team
PPBESOP	Program, Planning, Budget and Execution System
PMO	Provost Marshall Office

Appendix C

U.S. ARMY GARRISON STRATEGIC PLAN

POM	Program Objective Memorandum
PT	Program Team
SMA	Supply Management Army
SP	Strategic Planning
SPC	Strategic Planning Committee
SSF	Single Stock Fund
SWOT	Strengths, Weaknesses, Opportunities Threats
RDS	Recreation Delivery System
USAG	United States Army Garrison
USAGSP	United States Army Garrison Strategic Plan